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2 February 1984

MEMORANDUM FOR:

FROM:

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SUBJECT: Statement of Goals, Principles, and Standards

1. Per your request, attached are two goals and objectives papers developed by members of the [redacted]

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2. Attachment A contains a paper with revised input to the DCI developed Statement of Goals, Principles, and Standards for CIA. [redacted] proposed revisions are underlined. The important thoughts and recommended changes addressed in the CIA paper dealt primarily with the issues of central management direction for all Agency elements; compensation and recognition for employee performance; interactive communications between management, employees, and customer; and the well defined measurement of results. Each change was discussed and agreed to by all team members.

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3. Attachment B contains a team developed paper on Goals, Principles, and Objectives for [redacted] A similar process as described in paragraph 2 above was used in the development of this paper.

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4. If you have any questions concerning the attached papers or the methodology used, please contact any one of the undersigned individuals.



Attachments:
As stated

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Attachment A

Statement of Goals, Principles,
and Standards for CIA

Statement of Goals, Principles, and Standards for CIA

Purpose. To provide accurate, timely, and comprehensive intelligence support to U.S. Government policymakers and other consumers in a form that provides the greatest utility. No matter what job we have or the nature of our immediate tasks, our independent and collective efforts are all directed toward this purpose.

Organization. The CIA is comprised of operating elements that are critically dependent on one another to support their individual and joint activities. Each element's responsibilities are respected and are essential to ensure the execution of a coherent and effective national intelligence program.

Ethics. Our activities are conducted under the Constitution and laws of the United States. The nature of our work is such that every member of the Agency must be aware of and sensitive to the letter and spirit of this legal context, and manifest the highest degree of personal and organizational integrity in performance and conduct.

People. CIA's people are the fundamental source of its capabilities. The strength of the organization is dependent on the quality of its people, and its future is related to the opportunities it affords for their professional and personal growth. Individuals and work units are motivated to superior performance through personal and organizational recognition. Skills are recognized and fostered through training, travel and assignments; management personnel are selected for their ability to inspire enthusiasm and promote excellence based on their own performance.

Management. CIA's operating philosophy is to foster initiative and creativity by granting wide delegations of authority to the lowest appropriate organizational element of individual in attaining well-defined objectives, while requiring efficiency, accountability, and measurable results at all levels.

Measure of Results. There is generally no satisfactory objective measure with which to judge the results of the National Intelligence Program, except in terms of timeliness, completeness, utility, and the confidence placed in the Agency's finished and operational products by U.S. Government policymakers and other consumers.

Standards. We seek to exemplify in everything we do:

- performance of the highest quality;
- ethics and integrity of the highest order;
- timely support to all requirements;
- development of outstanding skills, confidence, and personal resources in our people;
- management/organizational recognition of personal/work unit achievements;
- utilization of the most effective technologies;
- capability, flexibility, and demonstrated initiative to meet tough and sudden challenges;
- leadership and recognition as the best intelligence service in the world.